

City of Springfield, Mo.



Annual Operating Budget 2003 - 2004

MISSION

**The people of our community are the only
reason we are here.**

Therefore,

**We are committed to
WORKING WITH THE COMMUNITY
to provide ethical and responsible local government
so that everyone can enjoy the benefits
of living and working in Springfield.**

We will achieve this through:

Integrity and Pride of Service
in everything we say and do, and with dedication to quality.

Cooperating and Communication
with one another and with citizens to ensure open government,
and open management with no surprises.

Continuous Improvement of Services
through cost-effective utilization of
people, materials, equipment and technology.

Leadership and Knowledge
through staff training and development.

Innovation
in how we meet present and future needs of our city.



CITY OF SPRINGFIELD, MISSOURI

ANNUAL OPERATING BUDGET

JULY 1, 2003 - JUNE 30, 2004

PREPARED BY THE DEPARTMENT OF FINANCE

Mary Mannix, Acting Director of Finance
Betty Denson, Budget Coordinator
Glenda Hudson, Financial Analyst
Renee Evans, Accounting Services Representative

MUNICIPAL OFFICIALS

MAYOR

Thomas J. Carlson

CITY COUNCIL

<i>Denny Whayne</i>	<i>Zone 1</i>
<i>Shelia O. Wright</i>	<i>Zone 2</i>
<i>Ralph K. Manley</i>	<i>Zone 3</i>
<i>John Wylie</i>	<i>Zone 4</i>
<i>Mary Collette</i>	<i>General (A)</i>
<i>Gary Deaver</i>	<i>General (B)</i>
<i>Conrad Griggs</i>	<i>General (C)</i>
<i>Robert (Bob) Jones</i>	<i>General (D)</i>

CITY OFFICIALS

<i>Thomas W. Finnie</i>	<i>City Manager</i>
<i>Bob Cumley</i>	<i>Assistant City Manager</i>
<i>Howard C. Wright</i>	<i>City Attorney</i>
<i>Brenda Cirtin</i>	<i>City Clerk</i>
<i>Marc Thornsberry</i>	<i>Director of Public Works</i>
<i>Harold Bengsch</i>	<i>Director of Public Health and Welfare</i>
<i>Fred Fantauzzi</i>	<i>Director of Finance</i>
<i>Lynn S. Rowe</i>	<i>Chief of Police</i>
<i>Dan Whisler</i>	<i>Fire Chief</i>
<i>Dan Kinney</i>	<i>Director of Parks and Recreation</i>
<i>Sheila Maerz</i>	<i>Director of Human Resources</i>
<i>Evelyn Honea</i>	<i>Director of Information Systems</i>
<i>Fred May</i>	<i>Director of Planning and Development</i>
<i>Louise Whall</i>	<i>Public Information Officer</i>
<i>Robert D. Hancik</i>	<i>Director of Aviation</i>
<i>Robert E. Simpson</i>	<i>Director of Workforce Development</i>
<i>Nick Heatherly</i>	<i>Director of Building Development</i>
<i>Todd Thornhill</i>	<i>Chief Municipal Judge</i>
<i>Jerry Berger</i>	<i>Director of Art Museum</i>
<i>Becky Jungmann</i>	<i>Director of Emergency Communications</i>

GRANT AND SPECIAL REVENUE FUNDS

Grant revenue funds account for the expenditure of funds received from various federal, state and local agencies. Special revenue funds account for the proceeds of special revenue sources that are restricted by law or administrative action and are to be expended for specific purposes.

Art Museum



Owner Occupied Rehab Loan Program



Arbor Day



Chesterfield Family Center



Ritter Springs Day Camp

ART MUSEUM**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$516,279	\$616,212	\$629,084	\$647,957
Operating Supplies & Services	153,075	204,965	250,404	257,916
Capital Outlay/Improvements	57,971	61,045	64,300	66,229
Increase in Undesignated Reserves	196,357	-	-	-
	<u>\$923,682</u>	<u>\$882,222</u>	<u>\$943,788</u>	<u>\$972,102</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Director of Art Museum	D14	1.00	1.00	1.00
Assistant Director of Art Museum	P11	1.00	1.00	1.00
Curator of Collections	P09	1.00	1.00	1.00
Curator of Exhibits	P09	1.00	1.00	1.00
Museum Educator	P08	1.00	1.00	1.00
Registrar	P07	1.00	1.00	1.00
Preparator	P06	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Librarian	P04	1.00	1.00	1.00
Art Museum Security Officer	P03	2.00	2.00	2.00
Clerical Assistant	P02	0.38	0.38	0.38
Custodian	C01	2.00	2.00	2.00
		<u>13.38</u>	<u>13.38</u>	<u>13.38</u>

ART MUSEUM

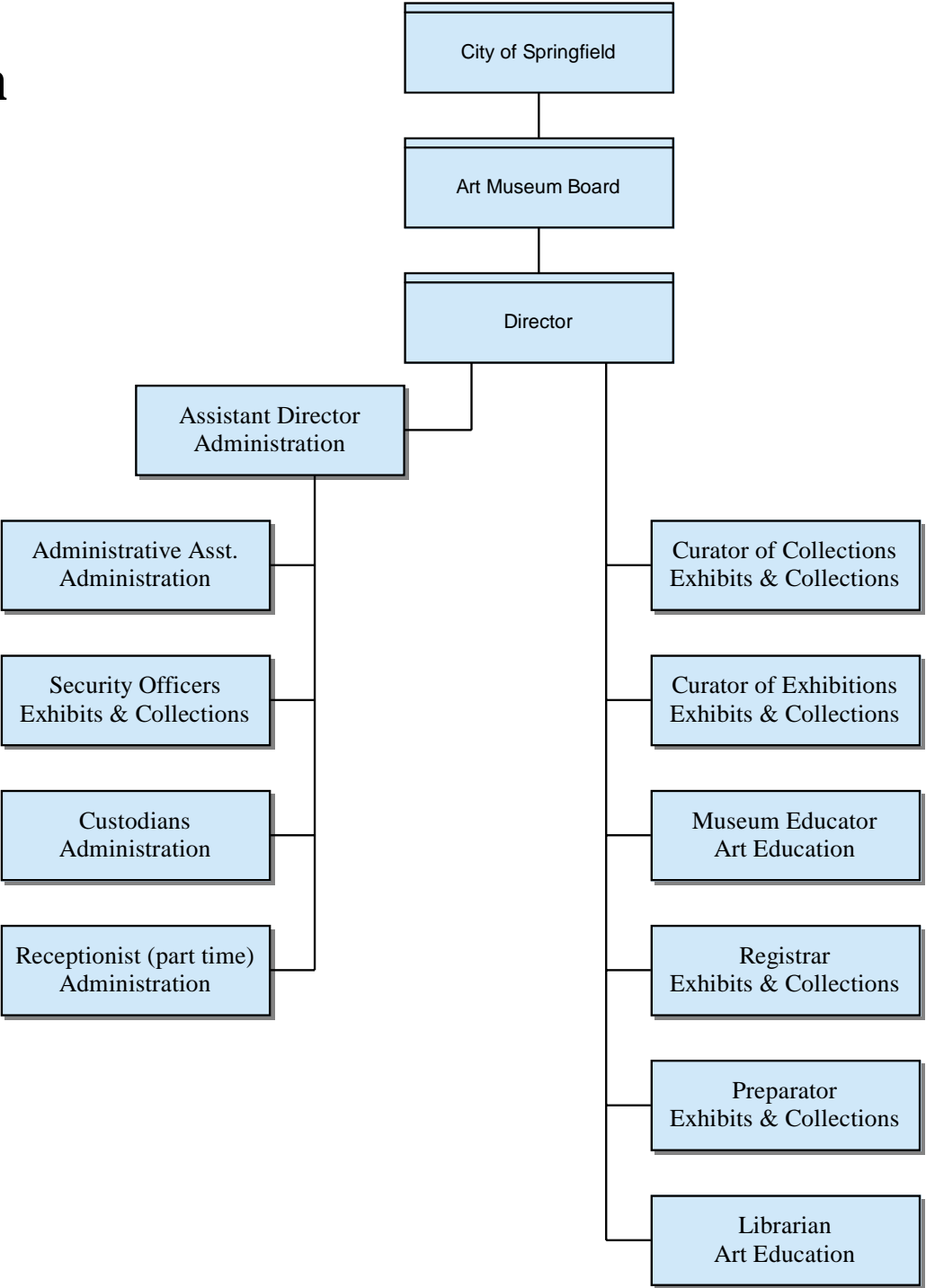
Priority
Number

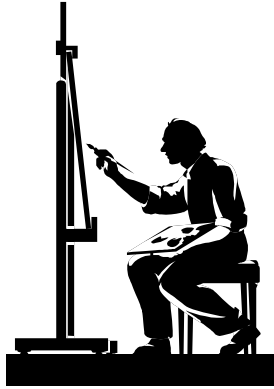
- 1 **CONSTRUCTION OF A NEW WING WITH GALLERIES, LIBRARY, SALES SHOP AND RECEPTION/ENTRANCE AREA WITH RENOVATION OF THE HEATING AND COOLING SYSTEM FOR THE ORIGINAL FACILITY** – The Museum’s Board of Directors and Director are currently working to identify and obtain funding for the construction of a new wing and for the renovation of the HVAC system in the original facility. In keeping with the Master Plan developed for the Museum, more exhibition space for the permanent collections and the primary collection field of the Museum, watercolors, is needed. Also, an expanded library for growing collections, a sales shop to produce revenues and a new entrance area adjacent to the west parking lot are necessary to provide desired services for the Museum’s public. Primary funding is expected to come from private contributions. Design and development of this new wing may begin by 2005, contingent upon receipt of private funds. The new wing project would include the renovation of the original facility’s HVAC, which badly deteriorated. By combining into one project the priorities of the heating and cooling system and the new wing, the Museum would have significant cost savings.
Estimated cost is \$2,000,000.

Three-Year Priority Cost Summary

<u>Priority Number</u>	<u>2003-2004</u>	<u>2004-2005</u>	<u>2005-2006</u>
1	\$ -	\$ -	\$ -

Springfield Art Museum





SPRINGFIELD ART MUSEUM

MISSION STATEMENT

THE SPRINGFIELD ART MUSEUM IS DEDICATED TO
ENHANCING THE EDUCATION AND DOCUMENTING THE
DIVERSE CULTURAL HERITAGE OF THE PEOPLE OF
SOUTHWEST MISSOURI, THROUGH THE COLLECTION,
PRESERVATION AND EXHIBITION OF ART OBJECTS.



CONVENTION AND VISITORS BUREAU**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 641,355	\$ 702,400	\$ 824,500	\$ 849,235
Operating Supplies & Services	1,240,817	1,362,645	1,600,500	1,648,515
Capital Outlay/Improvements	11,231	-	-	-
Decrease in Undesignated Reserves	91,280	-	-	-
	<u>\$ 1,984,683</u>	<u>\$ 2,065,045</u>	<u>\$ 2,425,000</u>	<u>\$ 2,497,750</u>

Human Resources Summary**FULL-TIME EQUIVALENTS**

<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
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The personal services costs shown in this fund are for employees who are outside the City's merit system.

Funding for positions of Executive Director, Director of Communications, Director of Sales, Sales Manager, Sales Manager (Group Tours), Convention Services/Special Projects Coordinator, Office Manager, Sales Administrative Assistant, Administrative Assistant, Communication Assistant and Receptionist/Tourist Information Center Supervisor, as well as temporary/part-time wages for staffing the Tourist Information Center, are included in this total.

The amounts shown for the 2003-2004 Budget are preliminary, pending final review and approval by the Bureau's Board of Directors. Any changes will be incorporated as part of a subsequent Council Bill to approve the annual agreement between the City and the Bureau.

TOURISM TAX

Summary of Expenditures and Appropriations

	2001-2002 <u>Actual</u>	2002-2003 <u>Adopted</u>	2003-2004 <u>Proposed</u>	2004-2005 <u>Projected</u>
Personal Services	\$ 72,421	\$ 74,874	\$ 76,368	\$ 78,659
Operating Supplies & Services	1,871,280	-	476,667	490,967
Capital Outlay/Improvements	6,008,530	-	-	-
Transfers	-	1,262,028	1,399,175	1,441,150
Increase in Undesignated Reserves	(6,284,041)	32,098	-	-
	<u>\$ 1,668,190</u>	<u>\$ 1,369,000</u>	<u>\$ 1,952,210</u>	<u>\$ 2,010,776</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Principal City Planner	P11	1.00	1.00	1.00
Project Engineer	P10	0.00	0.00	0.50
		<u>1.00</u>	<u>1.00</u>	<u>1.50</u>

ROAD AND BRIDGE MAINTENANCE FUND**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Supplies & Services	42,142	1,300,000	1,320,000	1,359,600
Capital Outlay/Improvements	749,027	-	-	-
Increase in Undesignated Reserves	466,375	-	-	-
	<u>\$ 1,257,544</u>	<u>\$ 1,300,000</u>	<u>\$ 1,320,000</u>	<u>\$ 1,359,600</u>

Human Resources Summary**FULL-TIME EQUIVALENTS**

<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
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No full-time personnel are allocated to this fund.

The Road and Bridge Maintenance Fund was established to account for the City's portion of the Greene County Road and Bridge tax. These funds are expended for local street repair and resurfacing projects.

COMMUNITY DEVELOPMENT GRANTS

Summary of Expenditures and Appropriations

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 653,268	\$ 721,143	\$ 729,301	\$ 751,180
Operating Supplies & Services	912,151	1,183,149	973,571	1,002,778
Capital Outlay/Improvements	125,670	-	-	-
Transfers	-	-	-	-
Decrease in Undesignated Reserves	(620)	-	-	-
	<u>\$ 1,690,469</u>	<u>\$ 1,904,292</u>	<u>\$ 1,702,872</u>	<u>\$ 1,753,959</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Grants Administrator	P11	1.00	1.00	1.00
Principal City Planner	P11	0.80	0.80	0.80
Research Coordinator	P11	1.00	1.00	1.00
Community Development Loan Officer	P10	1.00	1.00	1.00
Senior City Planner	P10	1.00	1.00	1.00
Project Specialist II	P10	0.00	0.50	0.00
Financial Analyst	P09	0.75	0.75	0.75
Project Specialist	P09	0.00	0.00	2.00
Associate City Planner	P08	1.00	1.00	1.00
Rehabilitation Technician	P08	2.00	2.00	0.00
Loan Technician	P06	1.00	1.00	1.00
Housing Assistance Technician	P06	0.50	0.00	0.50
Staff Assistant	P03	1.00	1.00	1.00
		<u>11.05</u>	<u>11.05</u>	<u>11.05</u>

HOME INVESTMENT PARTNERSHIP PROGRAM**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 92,045	\$ 97,825	\$ 113,895	\$ 117,312
Operating Supplies & Services	1,354,594	1,376,175	1,449,326	1,492,806
Capital Outlay/Improvements	-	-	-	-
Decrease in Undesignated Reserve	(88,212)	-	-	-
	<u>\$ 1,358,427</u>	<u>\$ 1,474,000</u>	<u>\$ 1,563,221</u>	<u>\$ 1,610,118</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Project Specialist II	P10	1.00	0.50	1.00
Financial Analyst	P09	0.25	0.00	0.00
Housing Assistance Technician	P06	0.25	1.00	0.50
		<u>1.50</u>	<u>1.50</u>	<u>1.50</u>

The Community Housing Development Program, through the U.S. Department of Housing and Urban Development, provides funding for decent safe and affordable housing to qualifying applicants.

PLANNING AND DEVELOPMENT GRANTS

Summary of Expenditures and Appropriations

	2001-2002 <u>Actual</u>	2002-2003 <u>Adopted</u>	2003-2004 <u>Proposed</u>	2004-2005 <u>Projected</u>
Personal Services	\$ 295,807	\$ 261,806	\$ 279,756	\$ 288,149
Operating Supplies & Services	1,366,649	1,609,004	1,171,083	1,206,215
Capital Outlay/Improvements	10,755	8,500	-	-
Transfers		-	-	-
Increase(Decrease) in Undesignated Reserves	72,377		-	-
	<u>\$ 1,745,588</u>	<u>\$ 1,879,310</u>	<u>\$ 1,450,839</u>	<u>\$ 1,494,364</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
MPO Director		0.00	0.00	1.00
Principal City Planner	P11	0.80	0.80	0.80
Senior City Planner	P10	3.00	3.00	1.00
Associate City Planner	P08	0.60	0.40	0.40
Assistant City Planner	P06	0.38	0.38	0.38
Publications Design Assistant	P04	0.00	0.20	0.20
		<u>4.78</u>	<u>4.78</u>	<u>3.78</u>

This grant category includes funding for Planning and Development Grants including Transportation Grants, Emergency Shelter Grant and Revolving Loan Accounts.

POLICE SPECIAL REVENUE**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 472,548	\$ 521,921	\$ 638,284	\$ 657,433
Operating Supplies & Services	103,800	80,080	231,224	238,161
Capital Outlay/Improvements	55,203	141,000	-	-
Decrease in Undesignated Reserves	(112,893)		-	-
	<u>\$ 518,658</u>	<u>\$ 743,001</u>	<u>\$ 869,508</u>	<u>\$ 895,593</u>

Human Resources Summary**FULL-TIME EQUIVALENTS**

<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
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This special revenue category includes Police Training, SMSU Substation, and Confiscated Property

POLICE GRANTS/TRAFFIC SAFETY ALLIANCE OF THE OZARKS**Summary of Expenditures and Appropriations**

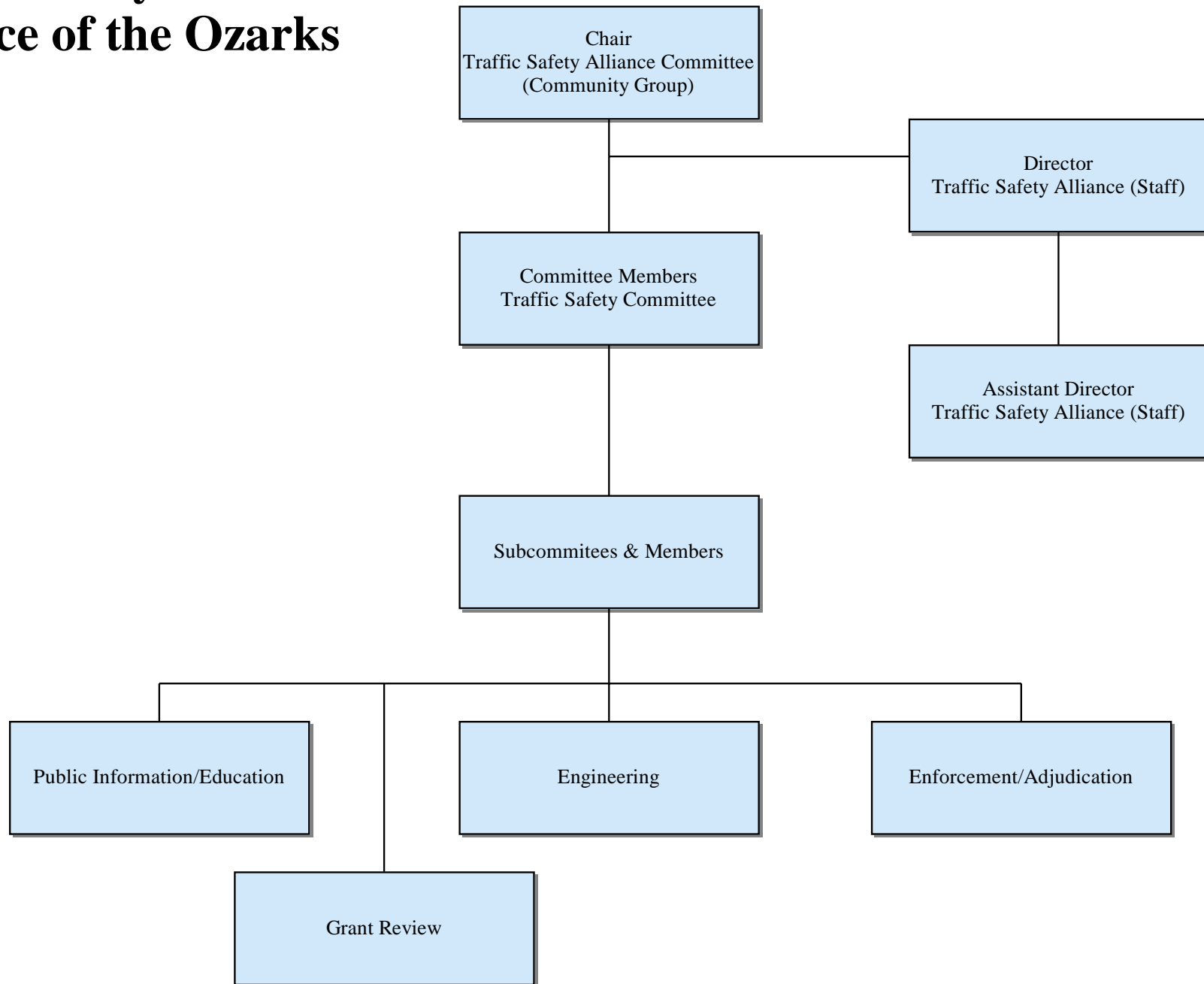
	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 699,475	\$ 477,761	\$ 449,827	\$ 463,322
Operating Supplies & Services	26,574	86,140	86,140	88,724
Capital Outlay/Improvements	56,349	8,000	8,000	8,240
Increase in Undesignated Reserves	(30,373)	-	-	-
	<u>\$ 752,025</u>	<u>\$ 571,901</u>	<u>\$ 543,967</u>	<u>\$ 560,285</u>

Human Resources Summary

FULL-TIME EQUIVALENTS		
<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>

This budget includes funds allocated for Traffic Safety Alliance of the Ozarks and grants awarded to the Springfield Police Department. The mission of the Traffic Safety Alliance is to reduce the number of traffic crashes and to increase awareness of traffic safety issues by the general public, through the participation of organizations providing traffic safety services. The Police grants budgeted here are HIDTA and COPS. The full time equivalent positions funded by these grants are shown in the Police Department.

Traffic Safety Alliance of the Ozarks



PUBLIC HEALTH GRANTS**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 523,489	\$ 469,994	\$ 783,983	\$ 807,502
Operating Supplies & Services	476,547	669,800	974,400	1,003,632
Capital Outlay/Improvements	15,825	15,500	18,500	19,055
Decrease in Undesignated Reserves	(3,259)	-	-	-
	<u>\$ 1,012,602</u>	<u>\$ 1,155,294</u>	<u>\$ 1,776,883</u>	<u>\$ 1,830,188</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Environmental/Comm Health Planner	P10	0.00	0.00	1.00
Air Control Specialist III	P09	1.00	1.00	1.00
Coord of Epidemiological Services	P09	0.00	0.00	2.00
Public Health Information Specialist	P08	0.00	0.00	1.00
Air Control Specialist II	P08	2.00	2.00	2.00
Communicable Disease Investigator	P08	1.00	1.00	0.00
Community Health Nurse	P08	1.00	1.00	1.00
Public Health Program Representative	P08	1.00	1.00	1.00
Public Health Educator	P06	1.00	1.00	1.00
Administrative Assistant	P04	0.00	0.00	1.00
Staff Assistant	P03	0.00	0.00	0.50
		<u>7.00</u>	<u>7.00</u>	<u>11.50</u>

Public health grants are funded through the U.S. Environmental Protection Agency and the U.S. Department of Health and Human Services in support of the Air Quality Control, HIV Prevention, Bio-Terrorism, and Child Safety Programs.

WIC PROGRAM**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 443,628	\$ 488,626	\$ 428,039	\$ 440,880
Operating Supplies & Services	72,883	76,918	156,000	160,680
Capital Outlay/Improvements	-	-	-	-
Increase in Undesignated Reserves	(185,311)	-	-	-
	<u>\$ 331,200</u>	<u>\$ 565,544</u>	<u>\$ 584,039</u>	<u>\$ 601,559</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
WIC Program Coordinator	P10	1.00	1.00	1.00
Nutritionist	P07	3.00	3.00	3.00
Administrative Assistant	P04	1.00	1.00	1.00
Office Assistant	P03	3.00	3.00	3.00
		<u>8.00</u>	<u>8.00</u>	<u>8.00</u>

Funding for the Women, Infants and Children (WIC) Program is provided through the U.S. Department of Agriculture.

WORKFORCE DEVELOPMENT**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 1,625,938	\$ 1,118,173	\$ 1,213,842	\$ 1,250,257
Operating Supplies & Services	1,548,881	835,899	446,355	459,746
Capital Outlay/Improvements	4,791	29,515	-	-
Decrease in Undesignated Reserves	(4,464)	-	-	-
	<u>\$ 3,175,146</u>	<u>\$ 1,983,587</u>	<u>\$ 1,660,197</u>	<u>\$ 1,710,003</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Director of Workforce Development	D14	1.00	1.00	1.00
Accounting Supervisor	P09	1.00	1.00	1.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Employment and Training Supervisor	P07	4.00	3.00	3.00
Systems Coordinator	P07	1.00	1.00	1.00
Accounting Services Representative	P06	1.00	1.00	1.00
Workforce Development Specialist	P06	22.00	21.00	18.00
E & T Instructor	P06	2.00	2.00	2.00
Admin Assistant to Workforce Investment Bd	P05	1.00	1.00	1.00
Accounting Clerk II	P05	1.00	0.00	0.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	3.00	3.00	4.00
Receptionist	P03	1.00	1.00	1.00
Staff Assistant	P03	1.00	1.00	0.00
Custodian	C01	1.00	0.00	0.00
		<u>43.00</u>	<u>39.00</u>	<u>36.00</u>

Funding for the Department of Workforce Development's activities is provided by the U.S. Department of Labor in support of various job training programs. These programs are primarily funded through the Federal Workforce Investment Act (WIA).

WORKFORCE DEVELOPMENT

The Department of Workforce Development has identified the following matters as priorities for the 2003-2004 budget year:

<u>Staff</u>	Adjust to closeout and loss of the entire Welfare-to-Work unit within the Missouri Career Center. Accommodate the co-location and integration of the Division of Family Services/Temporary Assistance to Needy Families (DFS/TANF) workers into coordinated and enhanced services delivery strategy of the Missouri Career Center.
<u>Boards</u>	Major turnover in both governing boards [Workforce Investment Board (WIB) and Council of Local Elected Officials (CLEO)] requires concerted effort to attain appropriate insight into the economy, labor market conditions and legislative matters which affect the viability of the Career Center System – nationwide.
<u>Services</u>	Continue to cultivate working relationships and expand service integration planning among related agencies and entities in order to meet mandated operational and programmatic requirements. Expand utilization of the staff-developed cross-training event, GET A CLUE. Implementation of the proposed Personal Re-employment Account looms as a major strain on MCC resources.
<u>Performance</u>	During a time of transition and uncertainty, the MCC staff succeeded in meeting 16 of the 17 WIA performance goals for program year 2001. The unmet goal reflects the difficulty of serving a youth population which present a multitude of increasingly serious barriers to education and employment.
<u>Youth</u>	The streak of four consecutive years of lowered program funding will probably be extended to five, requiring even more ingenuity by Youth Service Provider (OACAC) to avoid a precipitous decline in the number of participants served.
<u>Technology</u>	Implementation of the CityLink project will challenge our technology capacity and our conversion capability just as our continuing effort to enhance the on-line TOOLBOX system as an effective management and reporting tool challenges our patience and flexibility.
<u>Marketing</u>	Utilize the newly-created Business Ambassadors Team to distribute the MCC video (and CD) commercial and business-oriented brochure to an expanded cross-section of employers/customers.
<u>Capital Purchases</u>	Sustain long-term funding priorities that will support an annual 33% replacement ratio of computer workstation and server hardware needed to support Missouri Career Center operations. The intent of this priority is to prevent information technology related equipment and software from becoming obsolete on a recurring basis. State-of-the-art technology is paramount to the delivery of core services within the Missouri Career Center by all partner agencies.

WORKFORCE DEVELOPMENT (continued)

DESCRIPTION OF PROGRAMS AND FUNDING 2003-2004

INTRODUCTION: The Department of Workforce Development, d.b.a. The Missouri Career Center (MCC) was created as a result of the enactment of the Workforce Investment Act (WIA) of 1998 where in mandates was established to integrate community services and resources. The reformed system is intended to be customer-focused and help U.S. companies find skilled workers. The cornerstone of the new workforce investment system is the delivery of services which unifies training, education and employment programs into a single One-Stop approach. The Ozark Region MCC officially opened in May of 2001. The Workforce Investment Board (WIB) together with the Region's Chief Local Elected Officials (CLEO) provide leadership with policy development and direction of services for the fastest growing region in the State of Missouri.

WIA Title I, Adult, Youth and Dislocated Worker Programs: Services to be provided in three levels with a dominant "Work First" policy for adults.

CORE SERVICES

(WITH UNIVERSAL ELIGIBILITY)

Eligibility determination
Outreach, intake, orientation
Initial assessment of skills and need for support services
Job search and placement
Labor market information
Performance and cost information on training providers
Information on how local area is performing
Information on available supportive services
Information on filing UI claims
Help in establishing eligibility for welfare-to-work, student aid
Follow-up services for at least 12 months

INTENSIVE SERVICES

(WITH ELIGIBILITY REQUIREMENTS)

Comprehensive assessments (diagnostic testing, in-depth interviews and evaluation)
Individual employment plans
Group counseling
Individual counseling
Case management
Short-term prevocational services

TRAINING SERVICES

(WITH ELIGIBILITY REQUIREMENTS)

Training must be linked to occupations in demand or highly likely soon, in the area
Individual Training Accounts (vouchers) are mandated for referral of clients to approved training institutions
On-the Job Training or customized training services

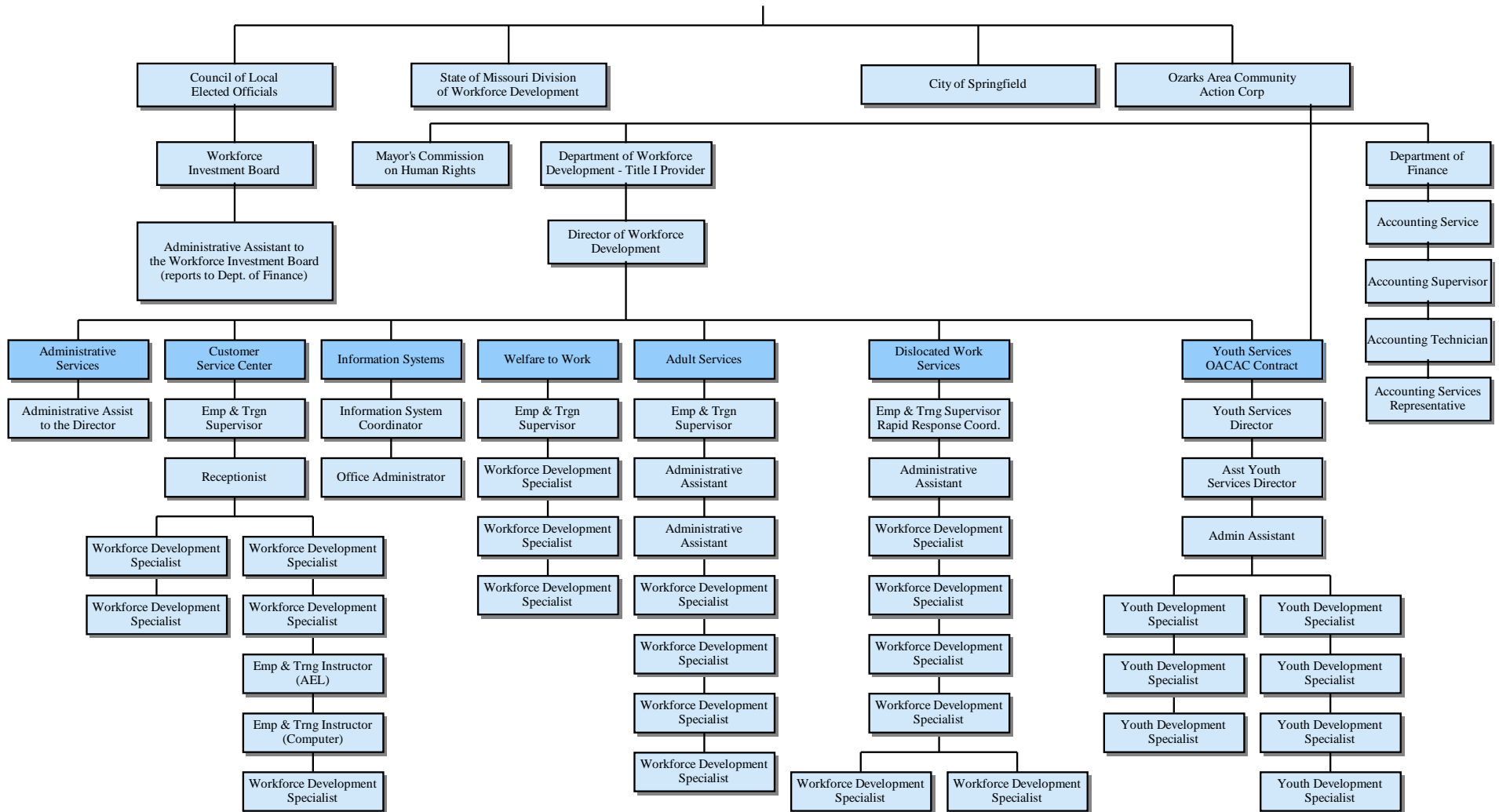
WORKFORCE DEVELOPMENT (continued)

DESCRIPTION OF PROGRAMS AND FUNDING 2003-2004 (continued)		
<u>PROGRAMS</u>	<u>AVAILABLE FUNDING</u>	<u>ESTIMATED PARTICIPANTS</u>
<u>WIA Title I:</u>		
Adult Program	\$ 746,267	259
Youth Program	\$ 880,314	225
Dislocated Worker Program	\$ 684,071	600
Administration	\$ 290,858	N/A
Rapid Response Services	\$ 35,000	N/A
 <u>Division of Youth Services (DYS):</u>		
We have established a partnership with the Division of Youth Services to place their residential youth in a work experience component to help develop their sense of accomplishment, explore career areas and enhance their treatment.		
Division of Youth Services Special Project	\$ 52,801	35
 <i>TOTAL ESTIMATED WORKFORCE FUNDING AND PARTICIPANTS TO BE SERVED</i>	 \$2,689,311	 1,119

Funding for the above programs consists of new program revenue of \$2,428,811 to be appropriated during this budget process with the balance of \$260,500 representing appropriated program revenues from prior Council actions. This funding supports 35 permanent full-time positions as well as sub-contracted services with other service providers along with program costs through funding provided by the State of Missouri, Division of Workforce Development.

Workforce Development

WORKFORCE INVESTMENT ACT





DEPARTMENT OF WORKFORCE DEVELOPMENT

MISSION STATEMENT

*As an integral part of the Missouri Career Center,
Ozark Region, this department is committed to:*

Providing quality educational training and
employment opportunities which meet both
workforce needs and workplace requirements.



MISCELLANEOUS SPECIAL REVENUE**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 79,522	\$ 85,019	\$ 15,620	\$ 16,089
Operating Supplies & Services	388,848	275,994	259,131	266,905
Capital Outlay/Improvements	-	-	-	-
Reserves	-	-	-	-
	<u>\$ 468,370</u>	<u>\$ 361,013</u>	<u>\$ 274,751</u>	<u>\$ 282,994</u>

Human Resources Summary

FULL-TIME EQUIVALENTS		
<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>

No full-time personnel are allocated to this fund.

This special revenue category includes Fire Department Training and Springfield LASERS where costs are offset by contributions.

CAPITAL PROJECTS FUNDS

Capital project funds are used to account for the financial resources designated for the acquisition of capital assets.

*Cherokee Street at Bass Pro Shop,
Street Improvement Ribbon Cutting*



Fire Station #8



City Hall Restoration



Norton Street Widening

CAPITAL PROJECTS FUNDS**Summary of Expenditures and Appropriations**

	<u>2001-2002</u> <u>Actual</u>	<u>2002-2003</u> <u>Adopted</u>	<u>2003-2004</u> <u>Proposed</u>	<u>2004-2005</u> <u>Projected</u>
<u>CAPITAL IMPROVEMENTS SALES TAX</u>	<u>\$ 13,062,650</u>	<u>\$ 12,462,000</u>	<u>\$ 13,050,000</u>	<u>\$ 13,441,500</u>

Funding Source: 3-year, 1/4 cent capital improvements sales tax, initially approved by voters effective October 1, 1989, subsequently extended by voters until September 30, 2004.

<u>PUBLIC WORKS/OTHER IMPROVEMENTS</u>	<u>\$ 2,959,515</u>	<u>\$ 1,757,950</u>	<u>\$ 1,809,094</u>	<u>\$ 1,863,367</u>
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Funding Source: Federal Highway Administrations grants and other contributions designated for construction projects.

<u>DEVELOPER AGREEMENT PROJECTS</u>	<u>\$ 475,453</u>	<u>\$ 100,000</u>	<u>\$ 89,000</u>	<u>\$ 91,670</u>
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Funding Source: One-half of incremental increases in one-cent general sales tax revenue from developer agreements.

<u>CAPITAL LEASES</u>	<u>\$ 1,377,319</u>	<u>\$ 561,300</u>	<u>\$ 370,000</u>	<u>\$ 381,100</u>
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Funding Source: Interfund transfer for the following capital purchases and projects:
Fire Equipment-\$350,000, Parks Department-\$20,000.

TOTAL CAPITAL PROJECTS	<u>\$ 17,874,937</u>	<u>\$ 14,881,250</u>	<u>\$ 15,318,094</u>	<u>\$ 15,777,637</u>
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ENTERPRISE FUNDS

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs, including depreciation, of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. Services accounted for in the Enterprise Funds are tangible and it is possible to determine the extent to which they benefit individual service customers.

Public Works Solid Waste Recycling Center



Southwest Treatment Plant Expansion
Groundbreaking



Springfield-Branson Regional Airport
Intermodal Facility



Rivercut Golf Course

GOLF**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 1,180,978	\$ 1,304,202	\$ 1,339,739	\$ 1,379,931
Operating Supplies & Services	1,618,444	1,498,403	1,528,204	1,574,050
Capital Outlay/Improvements	-	125,500	166,800	171,804
Transfers	-	35,717	35,717	36,789
Increase (Decrease) in Unreserved Fund Equity	343,430	131,178	129,540	133,426
	<u>\$ 3,142,852</u>	<u>\$ 3,095,000</u>	<u>\$ 3,200,000</u>	<u>\$ 3,296,001</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Golf Facilities Supervisor	P09	1.00	1.00	1.00
Golf Course Superintendent	P06	3.00	3.00	3.00
Golf Mechanic	C10	1.00	1.00	1.00
Greenskeeper	C08	0.00	0.00	0.00
Golf Course Working Leader	C06	1.00	1.00	1.00
Golf Worker	C05	9.00	9.00	10.00
Maintenance Worker	C05	3.00	3.00	2.00
		<u>18.00</u>	<u>18.00</u>	<u>18.00</u>

GOLF

Priority
Number

- 1 PROVIDE ENHANCED RECREATIONAL OPPORTUNITIES BY IMPLEMENTING PHASE III OF GOLF COURSE IMPROVEMENTS – The Park Board in March 1991 adopted a \$2.1 million master plan for improvements to existing municipal golf courses. Phases I & II of this program have been completed. Phase III improvements will concentrate on the Stewart Golf Course, and are projected to begin in fiscal year 2005 at an estimated cost of \$2,000,000. It is anticipated that these improvements will be funded through a lease revenue bond issue.
- 2 PROVIDE ENHANCED RECREATIONAL OPPORTUNITIES BY IMPROVING OSCAR BLOM GOLF COURSE – Provide resources to improve Oscar Blom greens, fairways, tees, lighting and irrigation. Anticipated cost is between \$500,000 and \$1,000,000. Fundraising efforts may provide most development funds.
- 3 PROVIDE ENHANCED RECREATIONAL OPPORTUNITIES BY ADDING NINE ADDITIONAL HOLES AT RIVERCUT GOLF COURSE – Provide resources to develop nine additional holes of golf for Rivercut Golf Course. It is anticipated land will be donated and development costs of approximately \$2,500,000 would come from lease revenue bonds.
- 4 PROVIDE ENHANCED RECREATIONAL OPPORTUNITIES BY MAKING IMPROVEMENTS TO HORTON SMITH GOLF COURSE – Provide resources to convert fairways to bermuda grass, finish cart paths, rebuild greens 1, 3, 7 & 9, expand tee areas & update exterior of pro shop. Cost of renovations is approximately \$225,000. Funding may come from lease revenue bonds.

Three-Year Priority Cost Summary

<u>Priority Number</u>	<u>2003-2004</u>	<u>2004-2005</u>	<u>2005-2006</u>
1	\$ -	\$ -	\$2,000,000
2	\$ -	\$ -	\$ 500,000
3	\$ -	\$ -	\$2,500,000
4	\$ -	\$ -	\$ 225,000

REGIONAL AIRPORT**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 3,021,511	\$ 3,312,493	\$ 3,613,823	\$ 3,722,238
Operating Supplies & Services	5,937,130	13,325,742	11,058,285	11,390,034
Capital Outlay/Improvements	(187,174)	4,100,000	5,541,017	5,707,248
Transfers	(12,453,680)	100,000	100,000	103,000
Increase (Decr.) in Undesignated Reserves	27,570,466	(546,805)	(451,138)	(464,672)
	<u>\$ 23,888,253</u>	<u>\$ 20,291,430</u>	<u>\$ 19,861,987</u>	<u>\$ 20,457,847</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Director of Aviation	D15	1.00	1.00	1.00
Assistant Director of Aviation, Operations	P14	1.00	1.00	1.00
Assistant Director of Aviation, Admin	P12	1.00	1.00	1.00
Assistant City Attorney III	P11	1.00	1.00	1.00
Airport Network Administrator	P09	1.00	1.00	1.00
Airport Police Supervisor	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Marketing & Communication Coordinator	P09	1.00	1.00	1.00
Airport Police Officer	P07	4.00	8.00	8.00
Gen Aviation Customer Service Coord.	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	1.00	1.00	1.00
Publications Design Assistant	P04	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Office Assistant	P03	4.00	4.00	4.00
Clerical Assistant	P02	3.00	3.00	3.00
Ground Services Coordinator		0.00	0.00	1.00
Aircraft Services Coordinator	C14	1.00	1.00	1.00
Airport Maintenance Supervisor	C14	2.00	2.00	2.00
Heavy Equipment Technician	C11	1.00	1.00	1.00
Aircraft Services Supervisor/Trainer	C10	2.00	2.00	3.00
Asst. Equipment Technician	C08	1.00	1.00	1.00
Utility Worker	C08	4.00	4.00	4.00
Aircraft Services Specialist	C07	13.00	13.00	12.00
Airfield Maintenance Worker	C06	5.00	7.00	7.00
Building Maintenance Worker	C05	1.00	1.00	1.00
Aircraft Services Attendant	C01	3.00	3.00	4.00
Custodian	C01	10.00	10.00	10.00
		<u>67.00</u>	<u>73.00</u>	<u>75.00</u>

SPRINGFIELD-BRANSON REGIONAL AIRPORT

**Priority
Number**

1

CONTINUE PREVIOUS COMMITMENTS FOR CAPITAL DEVELOPMENT

Though no additional funds will be required for Items a) through c), they will be a major focus of staff efforts over the upcoming budget year:

a) Runway extension and reconstruction

The first phase of this estimated \$39 million project was dedicated in December, 2001, marking completion of an extension to the crosswind runway from a length of 5,600 to 8,000 feet. This, combined with completion of a second instrument landing system and new airfield electrical vault, will allow the Airport to accommodate current air carrier equipment while the second phase of the project – reconstruction of the main north/south runway – was completed and reopened in November, 2002.

To complete this project, the Airport was able to secure \$30.2 million in Federal funding under a five-year letter of intent. This commitment was leveraged, along with other Airport revenues, into a debt issue in June 2001 to allow moving forward with the entire project over a three-year period.

The 2003-2004 budget continues to include \$750,000 in funding for the Airport's share of the annual debt service.

Due to the construction bids received, which came in significantly under engineer's estimates, sufficient LOI funds, bond proceeds, and other Airport reserve funds were available to fund the realignment of Taxiway "D" which should be completed in early 2003, and extend Taxiway "U", which would serve a midfield terminal site and should be completed by late 2003.

b) Ozark Airport Development

The Airport has acquired the existing 126-acre Ozark Airport site and took over its operation in November 2001. Thus far, a total of 206 acres has been acquired and the 2003-2004 budget anticipates a continuation of land acquisitions needed for development of the site as a general aviation facility over the next three years.

A total of \$2.3 million in funding has been received from the State of Missouri toward the project, and a funding request for approximately \$2.5 million to continue land acquisition and development is included in the 2003-2004 budget.

These funds would reimburse the Airport for previous outlays and would not require the budgeting of additional matching funds.

Staff will continue to work closely with the engineering firm retained to complete the design phase of the project. This phase is projected to be complete by mid 2003.

c) Environmental Assessment – T-4 Midfield Terminal Project

Completion of an environmental assessment on a proposed midfield terminal site is a critical required step in moving toward future construction and phased funding of such a complex. An access corridor study has already been completed on the site in conjunction with the Metropolitan Planning Organization.

The Federal Aviation Administration has approved the environmental assessment and has provided 90% funding toward its estimated \$350,000 cost. The scope of this project was subsequently expanded by the Airport Board to also include environmental assessment work on the T-4 Midfield Terminal access corridor. Completion of the environmental assessment as a whole is expected in mid-2003.

No additional funds will be required in the 2003-2004 budget to complete this project.

This priority is included in the 2003-2004 budget.

SPRINGFIELD-BRANSON REGIONAL AIRPORT (continued)

**Priority
Number**

- 2** **PROVIDE FOR T-4 MIDFIELD TERMINAL DESIGN SERVICES/COST-BENEFIT STUDY** – The Airport Board is expected to select a T-4 midfield terminal design team in February 2003. Initially, no dollars would be attached to the selection contract and it would be structured with various “stop” points based on the availability of funding. Estimated cost of the terminal design element is \$4 million, or approximately 6.7% of the estimated \$60 million terminal cost.

This amount is proposed to be funded by dedicating AIP entitlements for FY04 and FY05, estimated at \$2.8 million, combined with Airport revenues, AIP discretionary funds and/or a renewal of the Airport’s passenger facility charge (PFC) authorization effective January 1, 2004 for the remaining \$1.2 million. The 2003-2004 budget includes anticipated PFC revenues, AIP grants and estimated grant match for this project.

Actual construction of the T-4 midfield terminal, which will involve an additional \$60 million in airfield costs, will depend upon the availability of funding. Possible sources include a combination of PFC’s, federal grants and other airport revenues.

The Board will also need to engage a consultant to prepare a cost-benefit study on the T-4 Midfield Terminal Project at an estimated cost of \$85,000. This document will be required in order for the project to be eligible for federal dollars, as the proposed project exceeds \$5 million in cost.

This priority is funded in the 2003-2004 budget.

- 3** **PROVIDE PERSONNEL RESOURCES FOR GROUND HANDLING AND GENERAL AVIATION NEEDS** –

(a) Ground Handling

A direct result of the merger between TWA with American Airlines in January 2002 was the disappearance of ground handling services for non-scheduled chartered aircraft flying into Springfield. It was imperative to continue providing these services for this important segment of passenger traffic. Therefore, as part of the Airport’s continuing air service development initiatives, the Board hired a contract employee to coordinate a pilot program for ground handling.

After its first full year of operation, this activity has proven successful in generating revenue while providing necessary ground handling services, which includes baggage handling, passenger check-in, cabin cleaning, ground power, lavatory and other services on certain flights. The scope of work in this area has also been expanded to include boarding pass screening activities under contract with the air carriers.

The 2003-2004 budget provides for a permanent position to coordinate this successful program. Total cost is estimated at \$45,000, which will be paid for by ground handling revenues.

(b) General Aviation

One of the Airport Board’s goals is to provide the highest level of support for general and corporate aviation (GA). GA activity has made a strong recovery during the first six months of fiscal 2003. Fuel sales are up 15% for this period, and larger aircraft are routinely utilizing the GA Complex, reflecting an industry trend toward fractional (i.e., “timeshare”) ownership. To continue providing the levels of service GA customers expect, an additional aircraft services ramp support position is needed.

This position is currently under contract and would enhance customer service by allowing for more adequate ramp coverage during leave taken by fellow ramp support employees, as well as during peak general aviation activity periods.

The estimated cost of \$27,000 will be recovered through general aviation fuel sales.

This priority is funded in the 2003-2004 budget.

SPRINGFIELD-BRANSON REGIONAL AIRPORT (continued)

**Priority
Number**

4

PROVIDE FOR OTHER INFRASTRUCTURE NEEDS – As referenced in Priority #2, the FY04 proposed budget anticipated a renewal of the Airport's current Passenger Facility Charge (PFC) application in January, 2004. In addition to the midfield terminal design work, other projects proposed to be funded from PFC's over the anticipated two-year renewal period include:

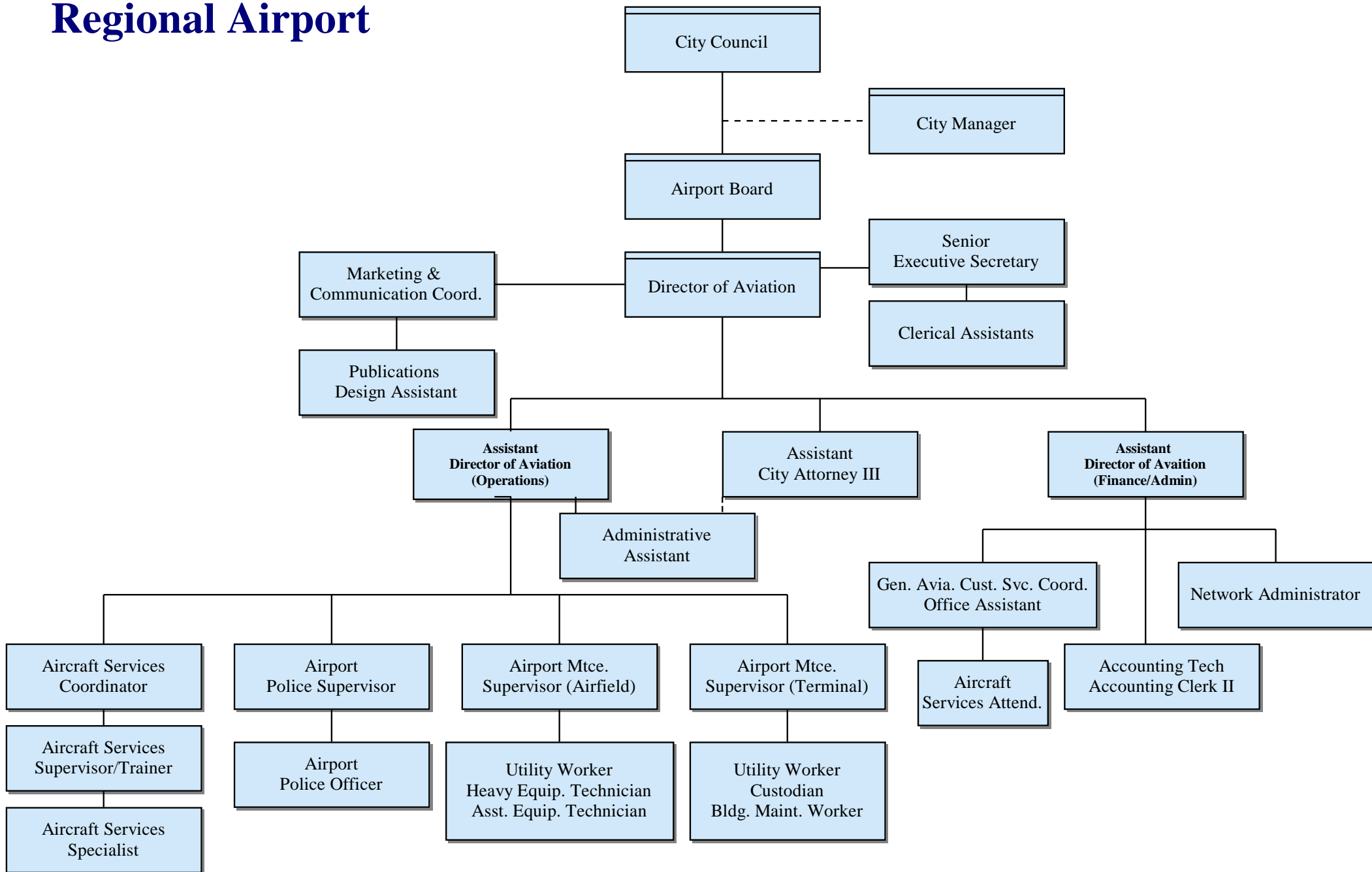
1. Acquisition of one ramp drive aircraft loading bridge in the Intermodal Facility for use by both scheduled and non-scheduled aircraft. Configuration of the bridge would accommodate regional jet to Airbus 320 aircraft. Estimated cost - \$300,000.
2. Modifications to existing loading bridges. Estimated cost - \$500,000.
3. Construction of Taxiway "T" between Taxiway "N" and Runway 2/20. Estimated cost - \$365,000.
4. Land acquisitions – One 40-acre and one 9-acre isolated tracts of land, identified as Tracts #45 and 51, respectively, needed for future midfield terminal development. These parcels are expected to be acquired in calendar 2004. Estimated cost - \$322,500.
5. Construction of an estimated 40' x 80' snow removal equipment storage building. Estimated cost-\$325,000.

This priority is funded in the 2003-2004 budget.

Three-Year Priority Cost Summary

<u>Priority Number</u>	<u>2003-2004</u>	<u>2004-2005</u>	<u>2005-2006</u>
1	\$ 3,250,000	\$ -	\$ -
2	\$ 2,800,000	\$ 1,400,000	\$ -
3	\$ 72,000	\$ -	\$ -
4	\$ 1,812,500	\$ -	\$ -

Springfield-Branson Regional Airport



SANITARY SEWERAGE SYSTEM**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 4,807,575	\$ 4,795,705	\$ 4,957,498	\$ 5,106,223
Operating Supplies & Services	14,186,110	10,830,000	14,403,000	14,835,090
Capital Outlay/Improvements	-	4,625,000	4,195,250	4,321,108
Transfers	1,571,851	829,864	899,250	926,228
Increase in Unreserved Fund Equity	7,338,436	1,769,431	2	2
	<u>\$ 27,903,972</u>	<u>\$ 22,850,000</u>	<u>\$ 24,455,000</u>	<u>\$ 25,188,650</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Assistant Director of Public Works	P14	0.80	0.80	0.80
Superintendent of Sanitary Services	P13	1.00	1.00	1.00
Plant Superintendent	P12	1.00	1.00	1.00
Professional Engineer	P12	1.00	1.00	1.00
Laboratory Supervisor	P11	1.00	1.00	1.00
Plant Maintenance Engineer	P11	1.00	1.00	2.00
Pretreatment Coordinator	P10	1.00	1.00	1.00
Supervisor of Sewer Maintenance	P10	1.00	1.00	1.00
Chemist	P09	3.00	3.00	3.00
Plant Shift Supervisor	P09	5.00	5.00	5.00
Pretreatment Inspector	P09	2.00	2.00	2.00
Sewer Operations Coordinator	P09	1.00	1.00	1.00
Laboratory Analyst	P07	2.00	2.00	2.00
Plant Operator III	P07	6.00	6.00	6.00
Street & Sewer Construction Inspector	P07	1.00	2.00	2.00
Water Pollution Control Inspector II	P07	1.00	1.00	1.00
Accounting Technician	P07	0.30	0.30	0.30
Accounting Services Representative	P06	0.30	0.30	0.30
Plant Operator II	P06	8.00	7.00	7.00
Safety Technician	P06	0.30	0.30	0.30
Revenue Technician	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.30	0.30	0.30
Infiltration & Inflow Technician	P05	2.00	2.00	2.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Staff Assistant	P03	1.00	1.00	1.00
WW Plant Maintenance Supervisor	C15	1.00	1.00	1.00
Instrument Technician	C12	1.00	1.00	1.00
Plant Electrician	C12	1.00	1.00	1.00
Plant Maintenance Mechanic II	C11	2.00	2.00	2.00
Plant Maintenance Mechanic I	C10	5.00	5.00	5.00
Sewer Video Crew Leader	C10	1.00	1.00	1.00
Compost Working Leader	C08	1.00	1.00	1.00
Parts & Inventory Control Clerk	C08	1.00	1.00	1.00

SANITARY SEWERAGE SYSTEM (continued)

Human Resources Summary (continued)

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Sewer Cleaning Working Leader	C08	3.00	3.00	3.00
Sewer Repair Working Leader	C08	2.00	2.00	2.00
Equipment Operator II	C07	4.00	4.00	3.00
Maintenance Worker	C05	9.00	9.00	10.00
Sewer Video Crew Worker	C05	1.00	1.00	1.00
Wastewater Sludge Truck Operator	C05	2.00	2.00	2.00
Laborer	C03	6.00	6.00	5.00
		<u>84.00</u>	<u>84.00</u>	<u>84.00</u>

SANITARY SEWERAGE SYSTEM

**Priority
Number**

- 1** **OPERATION OF THE SANITARY SEWERAGE SYSTEM BUSINESS** - The proposed FY 2003-2004 budget for Sanitary Services establishes a financial plan to improve the delivery of essential environmental services by investing in key system improvements to meet projected growth within the Urban Service Area while aggressively controlling operational costs. The division is committed to providing the infrastructure capacity necessary to meet projected service demands from our customers while protecting and enhancing the environment.

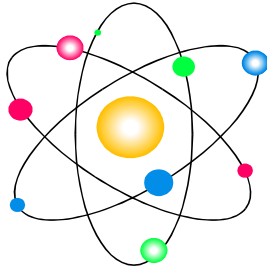
Strategic infrastructure investments are programmed at both treatment plants and numerous collection system locations this fiscal year, which are necessary to keep pace with projected service demands within the Urban Service Area. Plant expansion contract has been awarded at the Southwest Wastewater Treatment Plant (SWTP) and is scheduled for completion Spring 2005. A future flood control project will provide additional flood protection for plant processes to above the 100-year storm. Phosphorus treatment facilities, which were placed into service at the SWTP in December of 2000, have reduced phosphorus levels to 0.5 mg/l (approximately 2 years in advance of permit requirements). Preliminary engineering is also underway to increase the treatment capacity at the Northwest Wastewater Treatment Plant (NWTP) with construction scheduled for Summer 2004. The NWTP expansion will also be designed to remove phosphorus ahead of any permit requirements to do so. Construction will also take place to extend trunk sewers at various locations in the Urban Service Area.

In addition to the scheduled sewer extensions within the Urban Service Area, work is continuing to reduce infiltration and inflow in the City's sanitary sewer collection system. As this rehabilitation effort progresses, annual maintenance costs for the collection system and operating costs for the treatment plants are expected to decrease. Additionally, the elimination of infiltration and inflow in the collection system will reduce wastewater flows processed at the treatment plants, which will increase overall system capacity.

This budget continues the 10-year Council approved financial assistance program for sewerage the City, which caps property owner costs at \$5,800 per lot for sanitary sewer extensions. This program, which is scheduled for completion in 2009, is funded, in part, through operating savings realized from our competitive improvements.

The division continues its commitment to maintain efficient staffing levels while striving to exceed customer expectations for services at the lowest possible cost. Efficiencies are constantly being evaluated through use of outsourcing, automation & remote monitoring, and through consumable management programs. Private sector business strategies have been implemented to minimize system expenditures, which have substantially reduced customer costs as a result of unfunded state and federal mandates. We are also reviewing our power and chemical usage to control operating costs.

Based upon preliminary analysis, rate increases will be needed in future years to fund the additional debt service for programmed and planned capital investments, which include necessary expansion projects at the SWTP and NWTP. Revenues, Operation & Maintenance Costs, Capital Project Costs, and Debt Service are continually being evaluated for recommendations of any future rate increases. It is anticipated that future rate increases will be phased-in to minimize impact to our customers. Our continued efforts to control the operational costs of the system should minimize future rate increases.



PUBLIC WORKS

DIVISION OF SANITARY SERVICES

We are committed to maintaining an efficient Sanitary Sewer System to assure the most effective level of waste water collection and treatment for the protection of our community's health and environment.

We will ACHIEVE this through:

QUALITY CUSTOMER SERVICE

by offering a courteous, professional and superior level of service that anticipates the needs and exceeds our customers satisfaction.

COOPERATION AND COMMUNICATION

by working with our customers, our neighbors, City and County officials and each other to assure customer satisfaction.

PROFESSIONALISM

by using proper equipment and well-trained, highly motivated employees to provide outstanding and efficient administration and operation of Springfield's sewerage system.

ETHICAL AND RESPONSIBLE BEHAVIOR

by having a strong commitment to pride of service and by being open, accountable and courteous in contacts with our customers and each other.

EFFICIENCY AND INNOVATION

by promptly and effectively handling requests for services and information, providing long-range plans for system growth, offering quality, cost-effective services to our customers and utilizing new ideas and technologies.



SOLID WASTE**Summary of Expenditures and Appropriations**

	2001-2002 <u>Actual</u>	2002-2003 <u>Adopted</u>	2003-2004 <u>Proposed</u>	2004-2005 <u>Projected</u>
Personal Services	\$ -	\$ 1,474,405	\$ 1,664,500	\$ 1,714,435
Operating Supplies & Services	2,858,079	1,757,000	1,756,250	1,808,938
Capital Outlay/Improvements	(116,807)	403,000	263,000	270,890
Transfers	130,178	115,000	116,250	119,738
Increase (Decrease) in Unreserved Fund Equity	(552,204)	(249,405)	-	-
	<u>\$ 2,319,246</u>	<u>\$ 3,500,000</u>	<u>\$ 3,800,000</u>	<u>\$ 3,914,000</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Assistant Director of Public Works	P14	0.20	0.20	0.20
Superintendent of Solid Waste	P13	0.00	1.00	1.00
Professional Engineer	P12	1.00	0.00	0.00
Materials Recovery Education Coordinator	P09	1.00	1.00	1.00
Environmental Technician	P08	2.00	2.00	2.00
Collection Center Coordinator	P07	1.00	1.00	1.00
Accounting Technician	P07	0.10	0.10	0.10
Accounting Services Representative	P06	0.10	0.10	0.10
Safety Technician	P06	0.10	0.10	0.10
Collection Center Technician	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.10	0.10	0.10
Administrative Assistant	P04	1.00	1.00	2.00
Landfill Supervisor	C17	1.00	1.00	1.00
Construction Equipment Mechanic	C11	2.00	2.00	0.00
Heavy Equipment Technician	C11	0.00	0.00	2.00
Equipment Operator III	C09	6.00	6.00	7.00
Landfill Crew Leader	C09	1.00	1.00	1.00
YRC Equipment Operator	C06	0.00	0.00	1.00
Maintenance Worker	C05	1.00	1.00	2.00
Laborer	C03	7.00	7.00	3.00
		<u>25.60</u>	<u>25.60</u>	<u>25.60</u>

SOLID WASTE MANAGEMENT

**Priority
Number**

- 1** **CONTINUED EFFICIENT OPERATION OF THE INTEGRATED SOLID WASTE MANAGEMENT SYSTEM (ISWMS)** - The FY 2003-2004 Business Plan for the ISWMS provides the resources necessary to continue the division's mission of providing solid waste programs and services identified and supported by the community. The goal is to operate the municipal landfill as a sound business venture and in an environmentally safe manner, maximizing cash flows and revenues to fund identified capital projects for the long-term operation of the landfill and continued financial support of the voter-approved ISWMS environmental services and programs.

Projected landfill revenues are based on 350 tons per day for FY 2004. The division has been tracking revenue trends from compost sales and recycling donations, which have not been sufficient to fund the operational costs of the Yardwaste Recycling Center (YRC) and the recycling sites. In response to this revenue shortfall, the division is benchmarking Springfield's solid waste fees (landfill and YRC products) against public and private sector businesses in the region to ensure the long-term competitiveness of the ISWMS. Based upon this benchmarking effort, the division will recommend fee increases for certain recyclable products and services offered at the YRC. The fee increases are scheduled to be phased-in during FY 2003, FY 2004 and FY 2005. The division has adopted a business strategy of funding at least 50% of the ISWMS environmental programs and services from product revenues and to make the YRC fully self-supporting by 2005. These changes are necessary to maintain competitive tipping fees at the municipal landfill. All areas are continually being evaluated to determine the financial resources needed to meet annual operating costs, capital improvement projects, closure/post-closure care requirements, and necessary reserve balances for providing reliable long-term funding for the voter-approved ISWMS.

The construction of the North Ravine Liner and Phase I of the Gas Control System will be completed in FY 2003. Capital projects scheduled for FY 2004 include completing improvements to the Equipment Maintenance Building, Phase 2 Access Roadway Paving, and installation of Landfill Gas Collection System upgrades to improve the quantity and quality of collected landfill gas for future use as an energy resource. Additional capital projects to begin during FY 2004 include leachate conveyance line upgrades, additional Noble Hill/Cell 1 closure improvements, final design of the Compound Area Landfill unit, YRC facility improvements, potential relocation of the College Street recycling drop-off center, and installation of streambank improvements at the former Fulbright-Sac River Landfill sites.

The Recycling and YRC facilities, as well as certain Landfill functions, have been staffed for the past several years with contract employees. As these operations are essential and expected to be ongoing, they need to be staffed with FTE's. A reorganization plan is currently under consideration and a proposal to address these needs is anticipated to be submitted during the 2nd half of FY 2003 or included as part of the FY 2004 Proposed Budget once details have been finalized.

The division is developing a comprehensive equipment replacement plan for the ISWMS placing a priority on minimizing equipment and maintenance costs and equipment downtime. This plan will establish a replacement schedule necessary to cost-effectively maintain the ISWMS fleet.



PUBLIC WORK
SOLID WASTE
MANAGEMENT
DIVISION



MISSION STATEMENT

TO PROVIDE. . .

an Integrated Solid Waste Management System

for Springfield and Greene County

that is environmentally sound

and economically feasible

which represents a long-term solution

to preserve the natural resources of the region

for present and future generations.



INTERNAL SERVICE FUNDS

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies on a cost-reimbursement basis. Services accounted for in Internal Service Funds are tangible, and it is possible to determine the extent to which they benefit individual departments or agencies.

Public Works Service Center Parts Dept.



Printshop



Printshop



Public Works Service Center

PRINTSHOP**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 102,520	\$ 99,284	\$ 104,225	\$ 107,352
Operating Supplies & Services	135,709	140,041	140,041	144,242
Capital Outlay/Improvements	-	-	-	-
	<u>\$ 238,229</u>	<u>\$ 239,325</u>	<u>\$ 244,266</u>	<u>\$ 251,594</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Printshop Supervisor	P07	1.00	1.00	1.00
Stores and Printshop Operator	P04	1.00	1.00	1.00
		<u>2.00</u>	<u>2.00</u>	<u>2.00</u>

SELF-INSURANCE FUND**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 279,708	\$ 287,312	\$ 293,272	\$ 302,070
Operating Supplies & Services	1,766,335	791,643	845,585	870,953
Capital Outlay/Improvements	-	11,800	-	-
Increase(Decrease) in Unreserved Fund Equity	(918,401)		-	-
	<u>\$ 1,127,642</u>	<u>\$ 1,090,755</u>	<u>\$ 1,138,857</u>	<u>\$ 1,173,023</u>

Human Resources Summary

FULL-TIME EQUIVALENTS				
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Risk Management Administrator	P11	1.00	1.00	1.00
Occupational Health Coordinator	P09	1.00	1.00	1.00
Safety Coordinator	P09	1.00	1.00	1.00
Human Resource Specialist	P07	1.00	1.00	1.00
		<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

SELF INSURANCE FUND

**Priority
Number**

1 ORACLE IMPLEMENTATION – COMPUTER EQUIPMENT

Three (3) personal computers must be replaced in the Human Resources Department to prepare for the implementation of Oracle's Payroll/Human Resources module within the coming year. Currently this fund has \$5,100 available, general operating accounts would be reduced by \$1,500 to cover the remaining costs. Therefore, if capital funding is appropriated at the same level as fiscal year 2002-2003, this priority *would require no additional funds.*

2 WELLNESS PROGRAM – The Human Resources Department created the Wellness @ Work Program and initiatives in 2000. The funds for the contract position that coordinates the program has been funded through temporary part-time wages in Fund 85. Due to increases in salary and benefits costs, the Department can no longer maintain this position of a full-time basis without an increase in temporary funds.

The estimated cost of this priority to maintain the full-time Wellness Coordinator position is \$6,400.

This priority is funded in the 2003-2004 budget.

3 TRAINING – Based on auto liability market trends, the tightening of mandatory training requirements for authorized City drivers is needed in order to reduce claim frequency and to show that the City has progressive measures in place to attempt to reduce its liability. Programs consist of a combination of instructor-led classroom training and web-based training. Funding would provide defensive driving training for 250 employees per year.

If funding is appropriated at the same level as fiscal year 2002-2003, the estimated cost for this priority is \$10,000.

Three-Year Priority Cost Summary

<u>Priority Number</u>	<u>2003-2004</u>	<u>2004-2005</u>	<u>2005-2006</u>
1	\$ -	\$ -	\$ -
2	\$6,400	\$6,400	\$6,400
3	\$ -	\$ -	\$ -

SERVICE CENTER**Summary of Expenditures and Appropriations**

	2001-2002	2002-2003	2003-2004	2004-2005
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>	<u>Projected</u>
Personal Services	\$ 868,605	\$ 925,000	\$ 970,000	\$ 999,100
Operating Supplies & Services	1,481,018	1,313,500	1,530,000	1,575,900
Capital Outlay/Improvements	(417)	26,500	-	-
Increase(Decrease) in Undesignated Reserve		15,000	-	
	<u>\$ 2,349,206</u>	<u>\$ 2,280,000</u>	<u>\$ 2,500,000</u>	<u>\$ 2,575,000</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
PW Operations Supervisor	P11	0.45	0.00	0.00
Fleet Administrator	P10	0.90	0.90	0.90
Fleet Systems Technician	P07	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Equipment Maintenance Supervisor	C14	1.00	1.00	1.50
Heavy Equipment Technician	C11	3.00	3.00	3.00
Parts and Inventory Supervisor	C11	1.00	1.00	1.00
Collision Repair/Refinishing Technician	C10	1.00	1.00	1.00
Equipment Technician	C10	6.00	6.00	6.00
Parts & Inventory Technician	C06	2.00	2.00	2.00
Service Technician	C05	4.00	4.00	4.00
Parts & Inventory Clerk	C04	1.00	1.00	1.00
		<u>22.35</u>	<u>21.90</u>	<u>22.40</u>

PUBLIC WORKS – SERVICE CENTER

Priority
Number

1

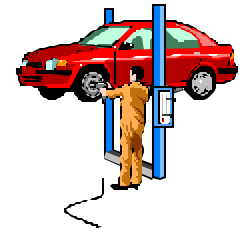
CONTINUATION OF COMPETITIVE SERVICE CENTER OPERATIONS – Multiple improvements to Service Center (SC) operations were implemented over the past several years. During FY 2001 and FY 2002, these improvements allowed the Service Center to generate positive cash flow without a General Fund transfer. FY 2003 operations are projected to produce similar financial results. These positive cash flows, which were achieved during the past three years, were generated with labor rates that were determined to be market competitive in June 2000. By aggressively controlling costs and implementing efficiency improvements, these market competitive rates have remained in effect for our customers while generating positive cash results. According to the latest survey (November 2002) of private sector maintenance providers, SC labor rates are 69% of the average private sector rates. For comparison, SC rates were 78.8% of market in April 2001, 76.9% in November 2001, and 74.9% in April 2002. The benchmark range for SC labor rates has been established at 77.5% to 82.5% of average market.

The SC provides fleet maintenance services for Fire and Police under a “managed competition” contract. In FY 2004, the SC will continue to identify opportunities, such as a new fleet management computer software package, to improve efficiency and reduce overhead costs, while maintaining competitive labor rates at or below the established benchmark range (77.5% to 82.5% of private sector rates). Providing quality service with high customer satisfaction will be the goal without the need for funding assistance from the General Fund. During FY 2002, Public Works management proposed a performance improvement compensation program, which was approved in early FY 2003. This program rewards employees for outstanding performance while assuring that SC operations are efficient for our customers, competitive in overall cost with the private sector, and generate high customer satisfaction based on customer surveys.

During the second half of FY 2003, it is anticipated that new contracts will be negotiated with the Fire and Police Departments to be effective July 1, 2003. As the cost of doing business continues to rise just like in the private sector, for the first time since June 2000 the SC anticipates a labor rate adjustment to be effective on July 1, 2003. The proposed adjustment for the light/regular duty equipment is \$47 per hour from the current \$44.50 per hour. The proposed adjustment for heavy equipment is \$52 per hour from the current \$47.50 per hour. Additionally, a new flat charge of \$2 per work order is recommended to cover the cost of small miscellaneous shop items that previously were billed individually or not billed at all. These adjustments are estimated to generate an estimated \$61,000 of additional SC revenues. The new labor rates will apply to all departments, not just the Fire and Police Departments. The new rates will remain substantially below the local market rates for similar services. Based on the November 2002 rate survey, the proposed SC rates would be 74.2% of the average private sector, which is still below the 77.5% to 82.5% target range. As with any business, competitive rates must be set to not only fund day-to-day operations but also to generate funds to cover necessary capital outlay and capital improvement projects and cash reserves for unexpected contingencies. Current capital outlay and capital improvement projects that are priorities for the SC include a new Fleet Management software package, a phased-in replacement program for gas and diesel pumps, specialized shop test and analysis equipment, and needed improvements to our facilities. With prudent management and operation of the SC, both day-to-day operations and capital needs will be met with rates held at or below 82.5% of competitive private sector market rates.



PUBLIC WORKS GENERAL SERVICES SERVICE CENTER GARAGE



We provide fleet maintenance
for the City of Springfield.

THEREFORE;

*We are committed to working with our customers by providing
a safe, properly maintained fleet thereby improving the
municipal service provided to the citizens of Springfield.*

We will ACHIEVE our commitment through:

INTEGRITY AND PRIDE OF SERVICE

by maintaining reasonable cost, minimum downtime and
quick response for all maintenance and repairs. We will strive to
make the repairs right the first time.

COOPERATION AND COMMUNICATIONS

with one another and our customers to ensure a cooperative
spirit, helpful attitude, and assistance in all phases of the
fleet maintenance operations.

CONTINUOUS IMPROVEMENTS OF SERVICES

through cost-effective use of a professional staff, the municipal
fleet, equipment, parts, fuel and physical plant.

LEADERSHIP AND KNOWLEDGE

through employee training, development, shared
responsibility and striving for excellence.

INNOVATION

in how we meet both present and future needs of
our municipal fleet.

